

tionable because of its inherent contempt of the masses as such, is adequate insofar as it expresses the atmosphere of irrational emotional aggressiveness purposely promoted by our would-be Hitlers. If it is an impudence to call people "rabble," it is precisely the aim of the agitator to transform the very same people into "rabble," i.e., crowds bent to violent action without any sensible political aim, and to create the atmosphere of the pogrom. The universal purpose of these agitators is to instigate methodically what, since Gustave Le Bon's famous book, is commonly known as "the psychology of the masses."

Second, the agitators' approach is truly systematical and follows a rigidly set pattern of clear-cut "devices." This does not merely pertain to the ultimate unity of the political purpose: the abolition of democracy through mass support against the democratic principle, but even more so to the intrinsic nature of the content and presentation of propaganda itself. The similarity of the utterances of various agitators, from much-publicized figures such as Coughlin and Gerald Smith to provincial small-time hate mongers, is so great that it suffices in principle to analyze the statements of one of them in order to know them all.<sup>3</sup> Moreover, the speeches themselves are so monotonous that one meets with endless repetitions as soon as one is acquainted with the very limited number of stock devices. As a matter of fact, constant reiteration and scarcity of ideas are indispensable ingredients of the entire technique.

While the mechanical rigidity of the pattern is obvious and itself the expression of certain psychological aspects of fascist mentality, one cannot help feeling that propaganda material of the fascist brand forms a structural unit with a total common conception, be it conscious or unconscious, which determines every word that is said. This structural unit seems to refer to the implicit political conception as well as to the psychological essence. So far, only the detached and in a way isolated nature of each device has been given scientific attention; the psychoanalytic connotations of the devices have been stressed and elaborated. Now that the elements have been cleared up sufficiently, the time has come to focus attention on the psychological system as such—and it may not be entirely accidental that the term summons the association of paranoia—which comprises and begets these elements. This seems to be the more appropriate since otherwise the psychoanalytic interpretation of the individual devices will remain somewhat haphazard and arbitrary. A kind of theoretical frame of reference will have to be evolved. Inasmuch as the individual devices call

## Freudian Theory and the Pattern of Fascist Propaganda<sup>1</sup>

By Theodor W. Adorno

*Written in 1951, this essay systematizes the author's extensive work in the 1940s, informed by psychoanalysis, on the mass psychological base of fascism. It is important for us because it asks for the social-psychological conditions of the possibility (and also the limits) of modern authoritarian states. The essay further demonstrates the interrelationship of the Frankfurt critique of mass culture and the Institute's fascism theory. Adorno was to call both the culture industry and fascist propaganda "psychoanalysis in reverse."*

During the past decade, the nature and content of the speeches and pamphlets of American fascist agitators have been subjected to intensive research by social scientists. Some of these studies, undertaken along the lines of content analysis, have finally led to a comprehensive presentation in the book, *Prophecies of Deceit*, by L. Lowenthal and N. Guterman.<sup>2</sup> The overall picture obtained is characterized by two main features. First, with the exception of some bizarre and completely negative recommendations: to put aliens into concentration camps or to expatriate Zionists, fascist propaganda material in this country is little concerned with concrete and tangible political issues. The overwhelming majority of all agitators' statements are directed *ad hominem*. They are obviously based on psychological calculations rather than on the intention to gain followers through the rational statement of rational aims. The term "rabble rouser," though objec-



almost irresistibly for psychoanalytic interpretation, it is but logical to postulate that this frame of reference should consist of the application of a more comprehensive, basic psychoanalytic theory to the agitators' overall approach.

Such a frame of reference has been provided by Freud himself in his book *Group Psychology and the Analysis of the Ego*, published in English as early as 1922, and long before the danger of German fascism appeared to be acute.<sup>4</sup> It is not an overstatement if we say that Freud, though he was hardly interested in the political phase of the problem, clearly foresaw the rise and nature of fascist mass movements in purely psychological categories. If it is true that the analyst's unconscious perceives the unconscious of the patient, one may also presume that his theoretical intuitions are capable of anticipating tendencies still latent on a rational level but manifesting themselves on a deeper one. It may not have been perchance that after the First World War Freud turned his attention to narcissism and ego problems in the specific sense. The mechanisms and instinctual conflicts involved evidently play an increasingly important role in the present epoch, whereas, according to the testimony of practicing analysts, the "classical" neuroses such as conversion hysteria, which served as models for the method, now occur less frequently than at the time of Freud's own development when Charcot dealt with hysteria clinically and Ibsen made it the subject matter of some of his plays. According to Freud, the problem of mass psychology is closely related to the new type of psychological affliction so characteristic of the era which for socio-economic reasons witnesses the decline of the individual and his subsequent weakness. While Freud did not concern himself with the social changes, it may be said that he developed within the monadological confines of the individual the traces of its profound crisis and willingness to yield unquestioningly to powerful outside, collective agencies. Without ever devoting himself to the study of contemporary social developments, Freud has pointed to historical trends through the development of his own work, the choice of his subject matters, and the evolution of guiding concepts.

The method of Freud's book constitutes a dynamic interpretation of Le Bon's description of the mass mind and a critique of a few dogmatic concepts—magic words, as it were—which are employed by Le Bon and other pre-analytic psychologists as though they were keys for some startling phenomena. Foremost among these concepts is that of suggestion which, incidentally, still plays a large role as a stopgap in popular thinking about the spell exercised by Hitler and his

like over the masses. Freud does not challenge the accuracy of Le Bon's well-known characterizations of masses as being largely de-individualized, irrational, easily influenced, prone to violent action and altogether of a regressive nature. What distinguishes him from Le Bon is rather the absence of the traditional contempt for the masses which is the *thema probandum* of most of the older psychologists. Instead of inferring from the usual descriptive findings that the masses are inferior *per se* and likely to remain so, he asks in the spirit of true enlightenment: what makes the masses into masses? He rejects the easy hypothesis of a social or herd instinct, which for him denotes the problem and not its solution. In addition to the purely psychological reasons he gives for this rejection, one might say that he is on safe ground also from the sociological point of view. The straightforward comparison of modern mass formations with biological phenomena can hardly be regarded as valid since the members of contemporary masses are at least *prima facie* individuals, the children of a liberal, competitive and individualistic society, and conditioned to maintain themselves as independent, self-sustaining units; they are continuously admonished to be "rugged" and warned against surrender. Even if one were to assume that archaic, pre-individual instincts survive, one could not simply point to this inheritance but would have to explain why modern men revert to patterns of behavior which flagrantly contradict their own rational level and the present stage of enlightened technological civilization. This is precisely what Freud wants to do. He tries to find out which psychological forces result in the transformation of individuals into a mass. "If the individuals in the group are combined into a unity, there must surely be something to unite them, and this bond might be precisely the thing that is characteristic of a group."<sup>5</sup> This quest, however, is tantamount to an exposition of the fundamental issue of fascist manipulation. For the fascist demagogue, who has to win the support of millions of people for aims largely incompatible with their own rational self-interest, can do so only by artificially creating the *bond* Freud is looking for. If the demagogues' approach is at all realistic—and their popular success leaves no doubt that it is—it might be hypothesized that the bond in question is the very same the demagogue tries to produce synthetically; in fact, that it is the unifying principle behind his various devices.

In accordance with general psychoanalytic theory, Freud believes that the bond which integrates individuals into a mass, is of a *libidinal* nature. Earlier psychologists have occasionally hit upon this aspect of mass psychology. "In McDougall's opinion, men's emo-



tions are stirred in a group to a pitch that they seldom or never attain under other conditions; and it is a pleasurable experience for those who are concerned to surrender themselves so unreservedly to their passions and thus to become merged in the group and to lose the sense of the limits of their individuality."<sup>6</sup> Freud goes beyond such observations by explaining the coherence of masses altogether in terms of the pleasure principle, that is to say, the actual or vicarious gratifications individuals obtain from surrendering to a mass. Hitler, by the way, was well aware of the libidinal source of mass formation through surrender when he attributed specifically female, passive features to the participants of his meetings, and thus also hinted at the role of unconscious homosexuality in mass psychology.<sup>7</sup> The most important consequence of Freud's introduction of libido into group psychology is that the traits generally ascribed to masses lose the deceptively primordial and irreducible character reflected by the arbitrary construct of specific mass or herd instincts. The latter are effects rather than causes. What is peculiar to the masses is, according to Freud, not so much a new quality as the manifestation of old ones usually hidden. "From our point of view we need not attribute so much importance to the appearance of new characteristics. For us it would be enough to say that in a group the individual is brought under conditions which allow him to throw off the repressions of his unconscious instincts."<sup>8</sup> This does not only dispense with auxiliary hypotheses *ad hoc* but also does justice to the simple fact that those who become submerged in masses are not primitive men but display primitive attitudes contradictory to their *normal* rational behavior. Yet, even the most trivial descriptions leave no doubt about the affinity of certain peculiarities of masses to archaic traits. Particular mention should be made here of the potential short-cut from violent emotions to violent actions stressed by all authors on mass psychology, a phenomenon which in Freud's writings on primitive cultures leads to the assumption that the murder of the father of the primary horde is not imaginary but corresponds to prehistoric reality. In terms of dynamic theory, the revival of such traits has to be understood as the result of a *conflict*. It may also help to explain some of the manifestations of fascist mentality which could hardly be grasped without the assumption of an antagonism between varied psychological forces. One has to think here above all of the psychological category of destructiveness with which Freud dealt in his *Civilization and its Discontents*. As a rebellion against civilization, fascism is not simply the reoccurrence of the archaic but its reproduction in and by civilization itself. It is hardly adequate to

define the forces of fascist rebellion simply as powerful id energies which throw off the pressure of the existing social order. Rather, this rebellion borrows its energies partly from other psychological agencies which are pressed into the service of the unconscious.

Since the libidinal bond between members of masses is obviously not of an uninhibited sexual nature, the problem arises as to which psychological mechanisms transform primary sexual energy into feelings which hold masses together. Freud copes with the problem by analyzing the phenomena covered by the terms suggestion and suggestibility. He recognizes suggestion as the "shelter" or "screen" concealing "love relationships."<sup>9</sup> It is essential that the "love relationship" behind suggestion remains unconscious.<sup>9</sup> Freud dwells on the fact that in organized groups such as the Army or the Church there is either no mention of love whatsoever between the members, or it is expressed only in a sublimated and indirect way, through the mediation of some religious image in the love of whom the members unite and whose all-embracing love they are supposed to imitate in their attitude towards each other. It seems significant that in today's society with its artificially integrated fascist masses, reference to love is almost completely excluded.<sup>10</sup> Hitler shunned the traditional role of the loving father and replaced it entirely by the negative one of threatening authority. The concept of love was relegated to the abstract notion of *Germany* and seldom mentioned without the epithet of "fanatical" through which even this love obtained a ring of hostility and aggressiveness against those not encompassed by it. It is one of the basic tenets of fascist leadership to keep primary libidinal energy on an unconscious level so as to divert its manifestations in a way suitable to political ends. The less an objective idea such as religious salvation plays a role in mass formation, and the more mass manipulation becomes the sole aim, the more thoroughly uninhibited love has to be repressed and moulded into obedience. There is too little in the content of fascist ideology that *could* be loved.

The libidinal pattern of fascism and the entire technique of fascist demagogues are authoritarian. This is where the techniques of the demagogue and the hypnotist coincide with the psychological mechanism by which individuals are made to undergo the regressions which reduce them to mere members of a group.

By the measures that he takes, the hypnotist awakens in the subject a portion of his archaic inheritance which had also made him compliant towards his parents and which had experienced an



individual re-animation in his relation to his father: what is thus awakened is the idea of a paramount and dangerous personality, towards whom only a passive-masochistic attitude is possible, to whom one's will has to be surrendered,—while to be alone with him, 'to look him in the face', appears a hazardous enterprise. It is only in some such way as this that we can picture the relation of the individual member of the primal horde to the primal father... The uncanny and coercive characteristics of group formations, which are shown in their suggestion phenomena, may therefore with justice be traced back to the fact of their origin from the primal horde. The leader of the group is still the dreaded primal father; the group still wishes to be governed by unrestricted force; it has an extreme passion for authority; in Le Bon's phrase, it has a thirst for obedience. The primal father is the group ideal, which governs the ego in the place of the ego ideal. Hypnosis has a good claim to being described as a group of two; there remains as a definition for suggestion—a conviction which is not based upon perception and reasoning but upon an erotic tie.<sup>11</sup>

This actually defines the nature and content of fascist propaganda. It is psychological because of its irrational authoritarian aims which cannot be attained by means of rational convictions but only through the skillful awakening of "a portion of the subject's archaic inheritance." Fascist agitation is centered in the idea of the leader, no matter whether he actually leads or is only the mandatory of group interests, because only the psychological image of the leader is apt to reanimate the idea of the all-powerful and threatening primal father. This is the ultimate root of the otherwise enigmatic *personalization* of fascist propaganda, its incessant plugging of names and supposedly great men, instead of discussing objective causes. The formation of the imagery of an omnipotent and unbridled father figure, by far transcending the individual father and therewith apt to be enlarged into a "group ego," is the only way to promulgate the "passive-masochistic attitude... to whom one's will has to be surrendered," an attitude required of the fascist follower the more his political behavior becomes irreconcilable with his own rational interests as a private person as well as those of the group or class to which he actually belongs.<sup>12</sup> The follower's reawakened irrationality is, therefore, quite rational from the leader's viewpoint: it necessarily has to be "a conviction which is not based upon perception and reasoning but upon an erotic tie."

The mechanism which transforms libido into the bond between

leader and followers, and between the followers themselves, is that of *identification*. A great part of Freud's book is devoted to its analysis.<sup>13</sup> It is impossible to discuss here the very subtle theoretical differentiation, particularly the one between identification and introjection. It should be noted, however, that the late Ernst Simmel, to whom we owe valuable contributions to the psychology of fascism, took up Freud's concept of the ambivalent nature of identification as a derivative of the oral phase of the organization of the libido,<sup>14</sup> and expanded it into an analytic theory of anti-Semitism.

We content ourselves with a few observations on the relevancy of the doctrine of identification to fascist propaganda and fascist mentality. It has been observed by several authors and by Erik Homburger Erikson in particular, that the specifically fascist leader type does not seem to be a father figure such as for instance the king of former times. The inconsistency of this observation with Freud's theory of the leader as the primal father, however, is only superficial. His discussion of identification may well help us to understand, in terms of subjective dynamics, certain changes which are actually due to objective historical conditions. Identification is "the *earliest* expression of an emotional tie with another person," playing "a part in the early history of the Oedipus complex."<sup>15</sup> It may well be that this pre-oedipal component of identification helps to bring about the separation of the leader image as that of an all-powerful primal father, from the actual father image. Since the child's identification with his father as an answer to the Oedipus complex is only a secondary phenomenon, infantile regression may go beyond this father image and through an "anachronic" process reach a more archaic one. Moreover, the primitively narcissistic aspect of identification as an act of *devouring*, of making the beloved object part of oneself, may provide us with a clue to the fact that the modern leader image sometimes seems to be the enlargement of the subject's own personality, a collective projection of himself, rather than the image of the father whose role during the later phases of the subject's infancy may well have decreased in present-day society.<sup>16</sup> All these facets call for further clarification.

The essential role of narcissism in regard to the identifications which are at play in the formation of fascist groups, is recognized in Freud's theory of *idealization*. "We see that the object is being treated in the same way as our own ego, so that when we are in love considerable amount of narcissistic libido overflows on the object. It is even obvious, in many forms of love choice, that the object serves as a substitute for some unattained ego ideal of our own. We love it c



account of the perfections which we have striven to reach for our own ego, and which we should now like to procure in this roundabout way as a means of satisfying our narcissism."<sup>17</sup> It is precisely this idealization of himself which the fascist leader tries to promote in his followers, and which is helped by the *Führer* ideology. The people he has to reckon with generally undergo the characteristic modern conflict between a strongly developed rational, self-preserving ego agency<sup>18</sup> and the continuous failure to satisfy their own ego demands. This conflict results in strong narcissistic impulses which can be absorbed and satisfied only through idealization as the partial transfer of the narcissistic libido to the object. This, again, falls in line with the semblance of the leader image to an enlargement of the subject: by making the leader his ideal he loves himself, as it were, but gets rid of the stains of frustration and discontent which mar his picture of his own empirical self. This pattern of identification through idealization, the caricature of true, conscious solidarity, is, however, a collective one. It is effective in vast numbers of people with similar characterological dispositions and libidinal leanings. The fascist *community of the people* corresponds exactly to Freud's definition of a group as being "a number of individuals who have substituted one and the same object for their ego ideal and have consequently identified themselves with one another in their ego."<sup>19</sup> The leader image, in turn, borrows as it were its primal father-like omnipotence from collective strength.

Freud's psychological construction of the leader imagery is corroborated by its striking coincidence with the fascist leader type, at least as far as its public build-up is concerned. His descriptions fit the picture of Hitler no less than idealizations into which the American demagogues try to style themselves. In order to allow narcissistic identification, the leader has to appear himself as absolutely narcissistic, and it is from this insight that Freud derives the portrait of the "primal father of the horde" which might as well be Hitler's.

He, at the very beginning of the history of mankind, was the *Superman*<sup>20</sup> whom Nietzsche only expected from the future. Even today, the members of a group stand in need of the illusion that they are equally and justly loved by their leader; but the leader himself need love no one else, he may be of a masterly nature, absolutely narcissistic, but self-confident and independent. We know that love puts a check upon narcissism, and it would be possible to show how, by operating in this way, it became a factor of civilization.<sup>21</sup>

One of the most conspicuous features of the agitators' speeches, namely the absence of a positive program and of anything they might "give," as well as the paradoxical prevalence of threat and denial, is thus being accounted for: the leader can be loved only if he himself does not love. Yet Freud is aware of another aspect of the leader image which apparently contradicts the first one. While appearing as a superman, the leader must at the same time work the miracle of appearing as an average person, just as Hitler posed as a composite of King Kong and the suburban barber. This, too, Freud explains through his theory of narcissism. According to him,

the individual gives up his ego ideal and substitutes for it the group ideal as embodied in the leader. [However,] in many individuals the separation between the ego and the ego ideal is not very far advanced; the two still coincide readily; the ego has often preserved its earlier self-complacency. The selection of the leader is very much facilitated by this circumstance. He need only possess the typical qualities of the individuals concerned in a particularly clearly marked and pure form, and need only give an impression of greater force and of more freedom of libido; and in that case the need for a strong chief will often meet him halfway and invest him with a predominance to which he would otherwise perhaps have had no claim. The other members of the group, whose ego ideal would not, apart from this, have become embodied in his person without some correction, are then carried away with the rest by 'suggestion', that is to say, by means of identification.<sup>22</sup>

Even the fascist leader's startling symptoms of inferiority, his resemblance to ham actors and asocial psychopaths, is thus anticipated in Freud's theory. For the sake of those parts of the follower's narcissistic libido which have not been thrown into the leader image but remain attached to the follower's own ego, the superman must still resemble the follower and appear as his "enlargement." Accordingly, one of the basic devices of personalized fascist propaganda is the concept of the "great little man," a person who suggests both omnipotence and the idea that he is just one of the folks, a plain, red-blooded American, untainted by material or spiritual wealth. Psychological ambivalence helps to work a social miracle. The leader image gratifies the follower's twofold wish to submit to authority and to be the authority himself. This fits into a world in which irrational control is exercised though it has lost its inner conviction through



group is of so deep-rooted a nature that it affects even those groups whose "ideas" apparently exclude such reactions. By 1921, he was therefore able to dispense with the liberalistic illusion that the progress of civilization would automatically bring about an increase of tolerance and a lessening of violence against out-groups.

Even during the kingdom of Christ, those people who do not belong to the community of believers, who do not love him, and whom he does not love, stand outside this tie. Therefore, a religion, even if it calls itself the religion of love, must be hard and unloving to those who do not belong to it. Fundamentally, indeed, every religion is in this same way a religion of love for all those whom it embraces; while cruelty and intolerance towards those who do not belong to it are natural to every religion. However difficult we may find it personally, we ought not to reproach believers too severely on this account: people who are unbelieving or indifferent are so much better off psychologically in this respect. If today that intolerance no longer shows itself so violent and cruel as in former centuries, we can scarcely conclude that there has been a softening in human manners. The cause is rather to be found in the undeniable weakening of religious feelings and the libidinal ties which depend upon them. If another group tie takes the place of the religious one—and the socialistic tie seems to be succeeding in doing so—, then there will be the same intolerance towards outsiders as in the age of the Wars of Religion.<sup>27</sup>

Freud's error in political prognosis, his blaming, the "socialists" for what their German archenemies did, is as striking as his prophecy of fascist destructiveness, the drive to eliminate the out-group.<sup>28</sup> As a matter of fact, neutralization of religion seems to have led to just the opposite of what the enlightener Freud anticipated: the division between the believers and nonbelievers has been maintained and reified. However, it has become a structure in itself, independent of any ideational content, and is even more stubbornly defended since it lost its inner conviction. At the same time, the mitigating impact of the religious doctrine of love vanished. This is the essence of the "sheep and goat" device employed by all fascist demagogues. Since they do not recognize any spiritual criterion in regard to who is chosen and who is rejected, they substitute a pseudo-natural criterion such as the race,<sup>29</sup> which seems to be inescapable and can therefore be applied even more mercilessly than was the concept of heresy during the Middle Ages. Freud has succeeded in identifying the libidinal func-

universal enlightenment. The people who obey the dictators also sense that the latter are superfluous. They reconcile this contradiction through the assumption that they are themselves the ruthless oppressor.

All the agitators' standard devices are designed along the line of Freud's exposé of what became later the basic structure of fascist demagoguery, the technique of personalization<sup>23</sup>, and the idea of the great little man. We limit ourselves to a few examples picked at random.

Freud gives an exhaustive account of the hierarchical element in irrational groups. "It is obvious that a soldier takes his superior, that is, really, the leader of the army, as his ideal, while he identifies himself with his equals, and derives from this community of their egos the obligations for giving mutual help and for sharing possessions which comradeship implies. But he becomes ridiculous if he tries to identify himself with the general,"<sup>24</sup> to wit, consciously and directly. The fascists, down to the last small-time demagogue, continuously emphasize ritualistic ceremonies and hierarchical differentiations. The less hierarchy within the set-up of a highly rationalized and quantified industrial society is warranted, the more artificial hierarchies with no objective *raison d'être* are built up and rigidly imposed by fascists for purely psycho-technical reasons. It may be added, however, that this is not the only libidinous source involved. Thus, hierarchical structures are in complete keeping with the wishes of the sadomasochistic character. Hitler's famous formula, *Verantwortung nach oben, Autorität nach unten*, (responsibility towards above, authority towards below) nicely rationalizes this character's ambivalence.<sup>25</sup>

The tendency to tread on those below, which manifests itself so disastrously in the persecution of weak and helpless minorities, is as outspoken as the hatred against those outside. In practice, both tendencies quite frequently fall together. Freud's theory sheds light on the all-pervasive, rigid distinction between the beloved in-group and the rejected out-group. Throughout our culture, this way of thinking and behaving has come to be regarded as self-evident to such a degree that the question of why people love what is like themselves and hate what is different is rarely asked seriously enough. Here as in many other instances, the productivity of Freud's approach lies in his questioning that which is generally accepted. Le Bon had noticed this irrational crowd "goes directly to extremes."<sup>26</sup> Freud expands this observation and points out that the dichotomy between in- and out-



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This is the line pursued by the agitators' standard "unity trick." They emphasize their being different from the outsider but play down such differences within their own group and tend to level out distinctive qualities among themselves with the exception of the hierarchical one. "We are all in the same boat"; nobody should be better off; the snob, the intellectual, the pleasure seeker are always attacked. The undercurrent of malicious egalitarianism, of the brotherhood of all-comprising humiliation, is a component of fascist propaganda and fascism itself. It found its symbol in Hitler's notorious command of the *Eintopfgericht*. The less they want the inherent social structure changed, the more they prate about social justice, meaning that no member of the "community of the people" should indulge in individual pleasures. Repressive egalitarianism instead of realization of true equality through the abolition of repression is part and parcel of the fascist mentality and reflected in the agitators' "If-you-only-knew" device which promises the vindictive revelation of all sorts of forbidden pleasures enjoyed by others. Freud interprets this phenomenon in terms of the transformation of individuals into members of a psychological "brother horde." Their coherence is a reaction formation against their primary jealousy of each other, pressed into the service of group coherence.

What appears later on in society in the shape of *Gemeingeist*, *esprit de corps*, 'group spirit', etc. does not belie its derivation from what was originally envy. No one must want to put himself forward, every one must be the same and have the same. Social justice means that we deny ourselves many things so that others may have to do without them as well, or, what is the same thing, may not be able to ask for them.<sup>31</sup>

It may be added that the ambivalence towards the brother has found a rather striking, ever-recurring expression in the agitators' technique. Freud and Rank have pointed out that in fairy tales, small animals such as bees and ants "would be the brothers in the primal horde, just as in the same way in dream symbolism insects or vermin signify brothers and sisters (contemptuously, considered as babies)."<sup>32</sup> Since the members of the in-group have supposedly "succeeded in identifying themselves with one another by means of similar love for the same object,"<sup>33</sup> they cannot admit this contempt for each other. Thus, it is expressed by completely negative cathexis of these low animals, fused with hatred against the out-group, and projected upon the latter. Actually it is one of the favorite devices of fascist

tion of this device. It acts as a negatively integrating force. Since the positive libido is completely invested in the image of the primal father, the leader, and since few positive contents are available, a negative one has to be found. "The leader or the leading idea might also, so to speak, be negative; hatred against a particular person or institution might operate in just the same unifying way, and might call up the same kind of emotional ties as positive attachment."<sup>34</sup> It goes without saying that this negative integration feeds on the instinct of destructiveness to which Freud does not explicitly refer in his *Group Psychology*, the decisive role of which he has, however, recognized in his *Civilization and Its Discontents*. In the present context, Freud explains the hostility against the out-group with narcissism:

In the undisguised antipathies and aversions which people feel towards strangers with whom they have to do, we may recognize the expression of self-love—of narcissism. This self-love works for the self-assertion of the individual, and behaves as though the occurrence of any divergence from his own particular lines of development involved a criticism of them and a demand for their alteration.<sup>35</sup>

The narcissistic gain provided by fascist propaganda is obvious. It suggests continuously and sometimes in rather devious ways, that the follower, simply through belonging to the in-group, is better, higher and purer than those who are excluded. At the same time, any kind of critique or self-awareness is resented as a narcissistic loss and elicits rage. It accounts for the violent reaction of all fascists against what they deem *zerstehend*, that which debunks their own stubbornly maintained values, and it also explains the hostility of prejudiced persons against any kind of introspection. Concomitantly, the concentration of hostility upon the out-group does away with intolerance in one's own group to which one's relation would otherwise be highly ambivalent.

But the whole of this intolerance vanishes, temporarily or permanently, as the result of the formation of a group, and in a group. So long as a group formation persists or so far as it extends, individuals behave as though they were uniform, tolerate other people's peculiarities, put themselves on an equal level with them, and have no feeling of aversion towards them. Such a limitation of narcissism can, according to our theoretical views, only be produced by one factor, a libidinal tie with other people.<sup>36</sup>



agitators—examined in great detail by Leo Lowenthal<sup>16</sup>—to compare out-groups, all foreigners and particularly refugees and Jews, with low animals and vermin.

If we are entitled to assume a correspondence of fascist propagandist stimuli to the mechanisms elaborated in Freud's *Group Psychology*, we have to ask ourselves the almost inevitable question: how did the fascist agitators, crude and semi-educated as they were, obtain knowledge of these mechanisms? Reference to the influence exercised by Hitler's *Mein Kampf* upon the American demagogues would not lead very far, since it seems impossible that Hitler's theoretical knowledge of group psychology went beyond the most trivial observations derived from a popularized Le Bon. Neither can it be maintained that Goebbels was a mastermind of propaganda and fully aware of the most advanced findings of modern depth psychology. Perusal of his speeches and selections from his recently published diaries give the impression of a person shrewd enough to play the game of power politics but utterly naive and superficial in regard to all social or psychological issues below the surface of his own catchwords and newspaper editorials. The idea of the sophisticated and "radical" intellectual Goebbels is part of the devil's legend associated with his name and fostered by eager journalism; a legend, incidentally, which itself calls for psychoanalytic explanation. Goebbels himself thought in stereotypes and was completely under the spell of personalization. Thus, we have to seek for sources other than erudition for the much advertised fascist command of psychological techniques of mass manipulation. The foremost source seems to be the already mentioned basic identity of leader and follower which circumscribes one of the aspects of identification. The leader can guess the psychological wants and needs of those susceptible to his propaganda because he resembles them psychologically, and is distinguished from them by a capacity to express without inhibitions what is latent in them, rather than by any intrinsic superiority. The leaders are generally oral character types, with a compulsion to speak incessantly and to befool the others. The famous spell they exercise over their followers seems largely to depend on their orality: language itself, devoid of its rational significance, functions in a magical way and furthers those archaic regressions which reduce individuals to members of crowds. Since this very quality of uninhibited but largely associative speech presupposes at least a temporary lack of ego control, it may well indicate weakness rather than strength. The fascist agitators' boasting of strength is indeed frequently accompanied by

hints at such weakness, particularly when begging for monetary contributions—hints which, to be sure, are skillfully merged with the idea of strength itself. In order successfully to meet the unconscious dispositions of his audience, the agitator so to speak simply turns his own unconscious outward. His particular character syndrome makes it possible for him to do exactly this, and experience has taught him consciously to exploit this faculty, to make rational use of his irrationality, similarly to the actor, or a certain type of journalist who knows how to sell their innervations and sensitivity. Without knowing it, he is thus able to speak and act in accord with psychological theory for the simple reason that the psychological theory is true. All he has to do in order to make the psychology of his audience click, is shrewdly to exploit his own psychology.

The adequacy of the agitators' devices to the psychological basis of their aim is further enhanced by another factor. As we know, fascist agitation has by now come to be a profession, as it were, a livelihood. It had plenty of time to test the effectiveness of its various appeals and, through what might be called natural selection, only the most catchy ones have survived. Their effectiveness is itself a function of the psychology of the consumers. Through a process of "freezing," which can be observed throughout the techniques employed in modern mass culture, the surviving appeals have been standardized, similarly to the advertising slogans which proved to be most valuable in the promotion of business. This standardization, in turn, falls in line with stereotypical thinking, that is to say, with the "stereopathy" of those susceptible to this propaganda and their infantile wish for endless, unaltered repetition. It is hard to predict whether the latter psychological disposition will prevent the agitators' standard devices from becoming blunt through excessive application. In National Socialist Germany, everybody used to make fun of certain propagandistic phrases such as "blood and soil" (*Blut und Boden*), jokingly called *Blubo*, or the concept of the nordic race from which the parodistic verb *aufnorden* (to "northernize") was derived. Nevertheless, these appeals do not seem to have lost their attractiveness. Rather, their very "phoniness" may have been relished cynically and sardonically as an index for the fact that power alone decided one's fate in the Third Reich, that is, power unhampered by rational objectivity.

Furthermore, one may ask: why is the applied group psychology discussed here peculiar to fascism rather than to most other movements that seek mass support? Even the most casual comparison of fascist propaganda with that of liberal, progressive parties will show



this to be so. Yet, neither Freud nor Le Bon envisaged such a distinction. They spoke of crowds "as such," similar to the conceptualizations used by formal sociology, without differentiating between the political aims of the groups involved. As a matter of fact, both thought of traditional socialistic movements rather than of their opposite, though it should be noted that the Church and the Army—the examples chosen by Freud for the demonstration of his theory—are essentially conservative and hierarchical. Le Bon, on the other hand, is mainly concerned with nonorganized, spontaneous, ephemeral crowds. Only an explicit theory of society, by far transcending the range of psychology, can fully answer the question raised here. We content ourselves with a few suggestions. First, the objective aims of fascism are largely irrational in so far as they contradict the material interests of great numbers of those whom they try to embrace, notwithstanding the prewar boom of the first years of the Hitler regime. The continuous danger of war inherent in fascism spells destruction and the masses are at least preconsciously aware of it. Thus, fascism does not altogether speak the untruth when it refers to its own irrational powers, however faked the mythology which ideologically rationalizes the irrational may be. Since it would be impossible for fascism to win the masses through rational arguments, its propaganda must necessarily be deflected from discursive thinking; it must be oriented psychologically, and has to mobilize irrational, unconscious, regressive processes. This task is facilitated by the frame of mind of all those strata of the population who suffer from senseless frustrations and therefore develop a stunted, irrational mentality. It may well be the secret of fascist propaganda that it simply takes men for what they are: the true children of today's standardized mass culture, largely robbed of autonomy and spontaneity, instead of setting goals the realization of which would transcend the psychological *status quo* no less than the social one. Fascist propaganda has only to *reproduce* the existent mentality for its own purposes;—it need not induce a change—and the compulsive repetition which is one of its foremost characteristics will be at one with the necessity for this continuous reproduction. It relies absolutely on the total structure as well as on each particular trait of the authoritarian character which is itself the product of an internalization of the irrational aspects of modern society. Under the prevailing conditions, the irrationality of fascist propaganda becomes rational in the sense of instinctual economy. For if the *status quo* is taken for granted and petrified, a much greater effort is needed to see through it than to adjust to it and to obtain at

least some gratification through identification with the existent—the focal point of fascist propaganda. This may explain why ultra-reactionary mass movements use the "psychology of the masses" to a much greater extent than do movements which show more faith in the masses. However, there is no doubt that even the most progressive political movement can deteriorate to the level of the "psychology of the crowd" and its manipulation, if its own rational content is shattered through the reversion to blind power.

The so-called psychology of fascism is largely engendered by manipulation. Rationally calculated techniques bring about what is naively regarded as the "natural" irrationality of masses. This insight may help us to solve the problem of whether fascism as a mass phenomenon can be explained at all in psychological terms. While there certainly exists potential susceptibility for fascism among the masses, it is equally certain that the manipulation of the unconscious, the kind of suggestion explained by Freud in genetic terms, is indispensable for actualization of this potential. This, however, corroborates the assumption that fascism as such is *not* a psychological issue and that any attempt to understand its roots and its historical role in psychological terms still remains on the level of ideologies such as the one of "irrational forces" promoted by fascism itself. Although the fascist agitator doubtlessly takes up certain tendencies within those he addresses, he does so as the mandatory of powerful economic and political interests. Psychological dispositions do not actually cause fascism; rather, fascism defines a psychological area which can be successfully exploited by the forces which promote it for entirely nonpsychological reasons of self-interest. What happens when masses are caught by fascist propaganda is not a spontaneous primary expression of instincts and urges but a quasi-scientific revitalization of their psychology—the artificial regression described by Freud in his discussion of organized groups. The psychology of the masses has been taken over by their leaders and transformed into a means for their domination. It does not express itself directly through mass movements. This phenomenon is not entirely new but was foreshadowed throughout the counterrevolutionary movements of history. Far from being the source of fascism, psychology has become one element among others in a superimposed system the very totality of which is necessitated by the potential of mass resistance—the masses' own irrationality. The content of Freud's theory, the replacement of individual narcissism by identification with leader images, points in the direction of what might be called the appropriation of mass psycholo-



gy by the oppressors. To be sure, this process has a psychological dimension, but it also indicates a growing tendency towards the abolition of psychological motivation in the old, liberalistic sense. Such motivation is systematically controlled and absorbed by social mechanisms which are directed from above. When the leaders become conscious of mass psychology and take it into their own hands, it ceases to exist in a certain sense. This potentiality is contained in the basic construct of psychoanalysis inasmuch as for Freud the concept of psychology is essentially a negative one. He defines the realm of psychology by the supremacy of the unconscious and postulates that what is id should become ego. The emancipation of man from the heteronomous rule of his unconscious would be tantamount to the abolition of his "psychology." Fascism furthers this abolition in the opposite sense through the perpetuation of dependence instead of the realization of potential freedom, through expropriation of the unconscious by social control instead of making the subjects conscious of their unconscious. For, while psychology always denotes some bondage of the individual, it also presupposes freedom in the sense of a certain self-sufficiency and autonomy of the individual. It is not accidental that the nineteenth century was the great era of psychological thought. In a thoroughly reified society, in which there are virtually no direct relationships between men, and in which each person has been reduced to a social atom, to a mere function of collectivity, the psychological processes, though they still persist in each individual, have ceased to appear as the determining forces of the social process. Thus, the psychology of the individual has lost what Hegel would have called its substance. It is perhaps the greatest merit of Freud's book that though he restricted himself to the field of individual psychology and wisely abstained from introducing sociological factors from outside, he nevertheless reached the turning point where psychology abdicates. The psychological "impoverishment" of the subject that "sundered itself to the object" which "it has substituted for its most important constituent",<sup>37</sup> i.e., the superego, anticipates almost with *clairvoyance* the postpsychological de-individualized social atoms which form the fascist collectivities. In these social atoms the psychological dynamics of group formation have overreached themselves and are no longer a reality. The category of "phoniness" applies to the leaders as well as to the act of identification on the part of the masses and their supposed frenzy and hysteria. Just as little as people believe in the depth of their hearts that the Jews are the devil, do they completely believe in the leader. They do not

really identify themselves with him but act this identification, perform their own enthusiasm, and thus participate in their leader's performance. It is through this performance that they strike a balance between their continuously mobilized instinctual urges and the historical stage of enlightenment they have reached, and which cannot be revoked arbitrarily. It is probably the suspicion of this fictitiousness of their own "group psychology" which makes fascist crowds so merciless and unapproachable. If they would stop to reason for a second, the whole performance would go to pieces, and they would be left to panic.

Freud came upon this element of "phoniness" within an unexpected context, namely, when he discussed hypnosis as a retrogression of individuals to the relation between primal horde and primal father.

As we know from other reactions, individuals have preserved a variable degree of personal aptitude for reviving old situations of this kind. Some knowledge that in spite of everything hypnosis is only a game, a deceptive renewal of these old impressions, may however remain behind and take care that there is a resistance against any too serious consequences of the suspension of the will in hypnosis.<sup>38</sup>

In the meantime, this game has been socialized, and the consequences have proved to be very serious. Freud made a distinction between hypnosis and group psychology by defining the former as taking place between two people only. However, the leaders' appropriation of mass psychology, the streamlining of their technique, has enabled them to collectivize the hypnotic spell. The Nazi battle cry of "Germany awake" hides its very opposite. The collectivization and institutionalization of the spell, on the other hand, have made the transference more and more indirect and precarious so that the aspect of performance, the "phoniness" of enthusiastic identification and of all the traditional dynamics of group psychology, have been tremendously increased. This increase may well terminate in sudden awareness of the untruth of the spell, and eventually in its collapse. Socialized hypnosis breeds within itself the forces which will do away with the spook of regression through remote control, and in the end awaken those who keep their eyes shut though they are no longer asleep.



organizing and perpetuating (or changing) social relationships, a manifestation of prevalent thought and behavior patterns, an instrument for control and domination.<sup>1</sup>

Technics by itself can promote authoritarianism as well as liberty, scarcity as well as abundance, the extension as well as the abolition of toil. National Socialism is a striking example of the ways in which a highly rationalized and mechanized economy with the utmost efficiency in production can operate in the interest of totalitarian oppression and continued scarcity. The Third Reich is indeed a form of "technocracy": the technical considerations of imperialistic efficiency and rationality supersede the traditional standards of profitability and general welfare. In National Socialist Germany, the reign of terror is sustained not only by brute force which is foreign to technology but also by the ingenious manipulation of the power inherent in technology: the intensification of labor, propaganda, the training of youths and workers, the organization of the governmental, industrial and party bureaucracy—all of which constitute the daily implements of terror—follow the lines of greatest technological efficiency. This terrorist technocracy cannot be attributed to the exceptional requirements of "war economy"; war economy is rather the normal state of the National Socialist ordering of the social and economic process, and technology is one of the chief stimuli of this ordering.<sup>2</sup>

In the course of the technological process a new rationality and new standards of individuality have spread over society, different from and even opposed to those which initiated the march of technology. These changes are not the (direct or derivative) effect of machinery on its users or of mass production on its consumers; they are rather themselves determining factors in the development of machinery and mass production. In order to understand their full import, it is necessary to survey briefly the traditional rationality and standards of individuality which are being dissolved by the present stage of the machine age.

The human individual whom the exponents of the middle class revolution had made the ultimate unit as well as the end of society stood for values which strikingly contradict those holding sway over society today. If we try to assemble in one guiding concept the various religious, political and economic tendencies which shaped the idea of the individual in the sixteenth and seventeenth century, we may define the individual as the subject of certain fundamental standards and values which no external authority was supposed to encroach upon. These standards and values pertained to the forms of life, social as

## Some Social Implications of Modern Technology

By Herbert Marcuse

*First published in Studies in Philosophy and Social Sciences Vol. IX (1941), the article is a large-scale investigation of that "fetish" of technique, or technical efficiency, which, after 1941, represented for critical theory, especially for Marcuse, the key ideological replacement of the commodity fetish under modern industrialized authoritarian states. With respect to Marcuse's better-known later position, the essay incorporates two anomalous attitudes: the ultimate political neutrality of technique as such (even the existing techniques) and the possibility of progressive utilization of techniques (even bureaucratic ones) through democratic reform. Nevertheless, Marcuse, in an extremely clear fashion, specifies all those dimensions of technical reason open to repressive and ideological utilization in the hands of authoritarian regimes.*

In this article, technology is taken as a social process in which technics proper (that is, the technical apparatus of industry, transportation, communication) is but a partial factor. We do not ask for the influence or effect of technology on the human individuals. For they are themselves an integral part and factor of technology, not only as the men who invent or attend to machinery but also as the social groups which direct its application and utilization. Technology, as a mode of production, as the totality of instruments, devices and contrivances which characterize the machine age is thus at the same time a mode of



well as personal, which were most adequate to the full development of man's faculties and abilities. By the same token, they were the "truth" of his individual and social existence. The individual, as a rational being, was deemed capable of finding these forms by his own thinking and, once he had acquired freedom of thought, of pursuing the course of action which would actualize them. Society's task was to grant him such freedom and to remove all restrictions upon his rational course of action.

The principle of individualism, the pursuit of self-interest, was conditioned upon the proposition that self-interest was rational, that is to say, that it resulted from and was constantly guided and controlled by autonomous thinking. The rational self-interest did not coincide with the individual's immediate self-interest, for the latter depended upon the standards and requirements of the prevailing social order, placed there not by his autonomous thought and conscience but by external authorities. In the context of radical Puritanism, the principle of individualism thus set the individual against his society. Men had to break through the whole system of ideas and values imposed upon them, and to find and seize the ideas and values that conformed to their rational interest. They had to live in a state of constant vigilance, apprehension, and criticism, to reject everything that was not true, not justified by free reason. This, in a society which was not yet rational, constituted a principle of permanent unrest and opposition. For false standards still governed the life of men, and the free individual was therefore he who criticised realization. The theme has nowhere been more fittingly expressed than in Milton's image of a "wicked race of deceivers, who . . . took the virgin Truth, hewed her lovely form into a thousand peeces, and scatter'd them to the four winds. From that time ever since, the sad friends of Truth, such as durst appear, imitating the careful search that Isis made for the mangl'd body of Osiris, went up and down gathering up limb by limb still as they could find them. We have not yet found them all, . . . nor ever shall do, till her Master's second coming . . . —To be still searching what we know not, by what we know, still closing up truth to truth as we find it (for all her body is homogeneal and proportionall)," this was the principle of individualistic rationality.<sup>3</sup>

To fulfill this rationality presupposed an adequate social and economic setting, one that would appeal to individuals whose social performance was, at least to a large extent, their own work. Liberalist society was held to be the adequate setting for individualistic rationality. In the sphere of free competition, the tangible achievements of the

individual which made his products and performances a part of society's need, were the marks of his individuality. In the course of time, however, the process of commodity production undermined the economic basis on which individualistic rationality was built. Mechanization and rationalization forced the weaker competitor under the dominion of the giant enterprises of machine industry which, in establishing society's dominion over nature, abolished the free economic subject.

The principle of competitive efficiency favors the enterprises with the most highly mechanized and rationalized industrial equipment. Technological power tends to the concentration of economic power, to "large units of production, of vast corporate enterprises producing large quantities and often a striking variety of goods, of industrial empires owning and controlling materials, equipment, and processes from the extraction of raw materials to the distribution of finished products, of dominance over an entire industry by a small number of giant concerns. . . ." And technology "steadily increases the power at the command of giant concerns by creating new tools, processes and products."<sup>4</sup> Efficiency here called for integral unification and simplification, for the removal of all "waste," the avoidance of all detours, it called for radical coordination. A contradiction exists, however, between the profit incentive that keeps the apparatus moving and the rise of the standard of living which this same apparatus has made possible. "Since control of production is in the hands of enterprisers working for profit, they will have at their disposal whatever emerges as surplus after rent, interest, labor, and other costs are met. These costs will be kept at the lowest possible minimum as a matter of course."<sup>5</sup> Under these circumstances, profitable employment of the apparatus dictates to a great extent the quantity, form and kind of commodities to be produced, and through this mode of production and distribution, the technological power of the apparatus affects the entire rationality of those whom it serves.

Under the impact of this apparatus,<sup>6</sup> individualistic rationality has been transformed into technological rationality. It is by no means confined to the subjects and objects of large scale enterprises but characterizes the pervasive mode of thought and even the manifold forms of protest and rebellion. This rationality establishes standards of judgment and fosters attitudes which make men ready to accept and even to introject the dictates of the apparatus.

Lewis Mumford has characterized man in the machine age as an "objective personality," one who has learned to transfer all subject-



tive spontaneity to the machinery which he serves, to subordinate his life to the "matter-of-factness" of a world in which the machine is the factor and he the factum.<sup>7</sup> Individual distinctions in the aptitude, insight and knowledge are transformed into different quanta of skill and training, to be coordinated at any time within the common framework of standardized performances.

Individuality, however, has not disappeared. The free economic subject rather has developed into the object of large-scale organization and coordination, and individual achievement has been transformed into standardized efficiency. The latter is characterized by the fact that the individual's performance is motivated, guided and measured by standards external to him, standards pertaining to predetermined tasks and functions. The efficient individual is the one whose performance is an action only insofar as it is the proper reaction to the objective requirements of the apparatus, and his liberty is confined to the selection of the most adequate means for reaching a goal which he did not set. Whereas individual achievement is independent of recognition and consummated in the work itself, efficiency is a rewarded performance and consummated only in its value for the apparatus.

With the majority of the population, the former freedom of the economic subject was gradually submerged in the efficiency with which he performed services assigned to him. The world had been rationalized to such an extent, and this rationality had become such a social power that the individual could do no better than adjust himself without reservation. Veblen was among the first to derive the new matter-of-factness from the machine process, from which it spread over the whole society: "The share of the operative workman in the machine industry is (typically) that of an attendant, an assistant, whose duty it is to keep pace with the machine process and to help out with workmanlike manipulation at points where the machine process engaged is incomplete. His work supplements the machine process rather than makes use of it. On the contrary the machine process makes use of the workman. The ideal mechanical contrivance in this technological system is the automatic machine."<sup>8</sup> The machine process requires a knowledge oriented to "a ready apprehension of opaque facts, in passably exact quantitative terms. This class of knowledge presumes a certain intellectual or spiritual attitude on the part of the workman, such an attitude as will readily apprehend and appreciate matter of fact and will guard against the suffusion of this knowledge with putative animistic or anthropomorphic subtleties,

quasi-personal interpretations of the observed phenomena and of their relations to one another."<sup>9</sup>

As an attitude, matter-of-factness is not bound to the machine process. Under all forms of social production men have taken and justified their motives and goals from the facts that made up their reality, and in doing so they have arrived at the most diverging philosophies. Matter-of-factness animated ancient materialism and hedonism, it was responsible in the struggle of modern physical science against spiritual oppression, and in the revolutionary rationalism of the Enlightenment. The new attitude differs from all these in the highly rational compliance which typifies it. The facts directing man's thought and action are not those of nature which must be accepted in order to be mastered, or those of society which must be changed because they no longer correspond to human needs and potentialities. Rather are they those of the machine process, which itself appears as the embodiment of rationality and expediency.

Let us take a simple example. A man who travels by automobile to a distant place chooses his route from the highway maps. Towns, lakes and mountains appear as obstacles to be bypassed. The countryside is shaped and organized by the highway. Numerous signs and posters tell the traveler what to do and think; they even request his attention to the beauties of nature or the hallmarks of history. Others have done the thinking for him, and perhaps for the better. Convenient parking spaces have been constructed where the broadest and most surprising view is open. Giant advertisements tell him when to stop and find the pause that refreshes. And all this is indeed for his benefit, safety and comfort; he receives what he wants. Business, technics, human needs and nature are welded together into one rational and expedient mechanism. He will fare best who follows its directions, subordinating his spontaneity to the anonymous wisdom which ordered everything for him.

The decisive point is that this attitude—which dissolves all actions into a sequence of semi-spontaneous reactions to prescribed mechanical norms—is not only perfectly rational but also perfectly reasonable. All protest is senseless, and the individual who would insist on his freedom of action would become a crank. There is no personal escape from the apparatus which has mechanized and standardized the world. It is a rational apparatus, combining utmost expediency with utmost convenience, saving time and energy, removing waste, adapting all means to the end, anticipating consequences, sustaining calculability and security.



In manipulating the machine, man learns that obedience to the directions is the only way to obtain desired results. Getting along is identical with adjustment to the apparatus. There is no room for autonomy. Individualistic rationality has developed into efficient compliance with the pre-given continuum of means and ends. The latter absorbs the liberating efforts of thought, and the various functions of reason converge upon the unconditional maintenance of the apparatus. It has been frequently stressed that scientific discoveries and inventions are shelved as soon as they seem to interfere with the requirements of profitable marketing.<sup>10</sup> The necessity which is the mother of inventions is to a great extent the necessity of maintaining and expanding the apparatus. Inventions have "their chief use . . . in the service of business, not of industry, and their great further use is in the furtherance, or rather the acceleration, of obligatory social amenities." They are mostly of a competitive nature, and "any technological advantage gained by one competitor forthwith becomes a necessity to all the rest, on pain of defeat," so that one might as well say that, in the monopolistic system, "invention is the mother of necessity."<sup>11</sup>

Everything cooperates to turn human instincts, desires and thoughts into channels that feed the apparatus. Dominant economic and social organizations "do not maintain their power by force . . . They do it by identifying themselves with the faiths and loyalties of the people,"<sup>12</sup> and the people have been trained to identify their faiths and loyalties with them. The relationships among men are increasingly mediated by the machine process. But the mechanical contrivances which facilitate intercourse among individuals also intercept and absorb their libido, thereby diverting it from the all too dangerous realm in which the individual is free of society. The average man hardly cares for any living being with the intensity and persistence he shows for his automobile. The machine that is adored is no longer dead matter but becomes something like a human being. And it gives back to man what it possesses: the life of the social apparatus to which it belongs. Human behavior is outfitted with the rationality of the machine process, and this rationality has a definite social content. The machine process operates according to the laws of mass production. Expediency in terms of technological reason is, at the same time, expediency in terms of profitable efficiency, and rationalization is, at the same time, monopolistic standardization and concentration. The more rationally the individual behaves and the more lovingly he attends to his rationalized work, the more he succumbs to the frustrat-

ing aspects of this rationality. He is losing his ability to abstract from the special form in which rationalization is carried through and is losing his faith in its unfulfilled potentialities. His matter-of-factness, his distrust of all values which transcend the facts of observation, his resentment against all "quasi-personal" and metaphysical interpretations, his suspicion of all standards which relate the observability of things, the rationality of the apparatus, to the rationality of freedom,—this whole attitude serves all too well those who are interested in perpetuating the prevailing form of matters of fact. The machine process requires a "consistent training in the mechanical apprehension of things," and this training, in turn, promotes "conformity to the schedule of living," a "degree of trained insight and a facile strategy in all manner of quantitative adjustments and adaptations . . ."<sup>13</sup> The "mechanics of conformity" spread from the technological to the social order; they govern performance not only in the factories and shops, but also in the offices, schools, assemblies and, finally, in the realm of relaxation and entertainment.

Individuals are stripped of their individuality, not by external compulsion, but by the very rationality under which they live. Industrial psychology correctly assumes that "the dispositions of men are fixed emotional habits and as such they are quite dependable reaction patterns."<sup>14</sup> True, the force which transforms human performance into a series of dependable reactions is an external force: the machine process imposes upon men the patterns of mechanical behavior, and the standards of competitive efficiency are the more enforced from outside the less independent the individual competitor becomes. But man does not experience this loss of his freedom as the work of some hostile and foreign force; he relinquishes his liberty to the dictum of reason itself. The point is that today the apparatus to which the individual is to adjust and adopt himself is so rational that individual protest and liberation appear not only as hopeless but as utterly irrational. The system of life created by modern industry is one of the highest expediency, convenience and efficiency. Reason, once defined in these terms, becomes equivalent to an activity which perpetuates this world. Rational behavior becomes identical with a matter-of-factness which teaches reasonable submissiveness and thus guarantees getting along in the prevailing order.

At first glance, the technological attitude rather seems to imply the opposite of resignation. Teleological and theological dogmas no longer interfere with man's struggle with matter; he develops his experimental energies without inhibition. There is no constellation of



matter which he does not try to break up, to manipulate and to change according to his will and interest. This experimentalism, however, frequently serves the effort to develop a higher efficiency of hierarchical control over men. Technological rationality may easily be placed into the service of such control: in the form of "scientific management," it has become one of the most profitable means for streamlined autocracy. F. W. Taylor's exposition of scientific management shows within it the union of exact science, matter-of-factness and big industry: "Scientific management attempts to substitute, in the relation between employers and workers, the government of fact and law for the rule of force and opinion. It substitutes exact knowledge for guesswork, and seeks to establish a code of natural laws equally binding upon employers and workmen. Scientific management thus seeks to substitute in the shop discipline, natural law in place of a code of discipline based upon the caprice and arbitrary power of men. No such democracy has ever existed in industry before. Every protest of every workman must be handled by those on the management side and the right and wrong of the complaint must be settled, not by the opinion either of the management or the workman but by the great code of laws which has been developed and which must satisfy both sides."<sup>13</sup> The scientific effort aims at eliminating waste, intensifying production and standardizing the product. And this whole scheme to increase profitable efficiency poses as the final fulfillment of individualism, ending up with a demand to "develop the individuality of the workers."<sup>14</sup>

The idea of compliant efficiency perfectly illustrates the structure of technological rationality. Rationality is being transformed from a critical force into one of adjustment and compliance. Autonomy of reason loses its meaning in the same measure as the thoughts, feelings and actions of men are shaped by the technical requirements of the apparatus which they have themselves created. Reason has found its resting place in the system of standardized control, production and consumption. There it reigns through the laws and mechanisms which insure the efficiency, expediency and coherence of this system.

As the laws and mechanisms of technological rationality spread over the whole society, they develop a set of truth values of their own which hold good for the functioning of the apparatus—and for that alone. Propositions concerning competitive or collusive behavior, business methods, principles of effective organization and control, fair play, the use of science and technics are true or false in terms of this value system, that is to say, in terms of instrumentalities that

dictate their own ends. These truth values are tested and perpetuated by experience and must guide the thoughts and actions of all who wish to survive. Rationality here calls for unconditional compliance and coordination, and consequently, the truth values related to this rationality imply the subordination of thought to pre-given external standards. We may call this set of truth values the technological truth, technological in the twofold sense that it is an instrument of expediency rather than an end in itself, and that it follows the pattern of technological behavior.

By virtue of its subordination to external standards, the technological truth comes into striking contradiction with the form in which individualistic society had established its supreme values. The pursuit of self-interest now appears to be conditioned upon heteronomy, and autonomy as an obstacle rather than stimulus for rational action. The originally identical and "homogenous" truth seems to be split into two different sets of truth values and two different patterns of behavior: the one assimilated to the apparatus, the other antagonistic to it; the one making up the prevailing technological rationality and governing the behavior required by it, the other pertaining to a critical rationality whose values can be fulfilled only if it has itself shaped all personal and social relationships. The critical rationality derives from the principles of autonomy which individualistic society itself had declared to be its self-evident truths. Measuring these principles against the form in which individualistic society has actualized them, critical rationality accuses social injustice in the name of individualistic society's own ideology.<sup>17</sup> The relationship between technological and critical truth is a difficult problem which cannot be dealt with here, but two points must be mentioned. (1) The two sets of truth values are neither wholly contradictory nor complementary to each other; many truths of technological rationality are preserved or transformed in critical rationality. (2) The distinction between the two sets is not rigid; the content of each set changes in the social process so that what were once critical truth values become technological values. For example, the proposition that every individual is equipped with certain inalienable rights is a critical proposition but it was frequently interpreted in favor of efficiency and concentration of power.<sup>18</sup>

The standardization of thought under the sway of technological rationality also affects the critical truth values. The latter are torn from the context to which they originally belonged and, in their new form, are given wide, even official publicity. For example, propositions



which, in Europe, were the exclusive domain of the labor movement are today adopted by the very forces which these propositions denounced. In the fascist countries, they serve as ideological instruments for the attack on "Jewish capitalism" and "Western plutocracy," thereby concealing the actual front in the struggle. The materialistic analysis of present-day economy is employed to justify fascism to the German industrialists in whose interest it operates, as the regime of last resort for imperialistic expansion.<sup>19</sup> In other countries, the critique of political economy functions in the struggle among conflicting business groups and as governmental weapon for unmasking monopolistic practices; it is propagated by the columnists of the big press syndicates and finds its way even into the popular magazines and the addresses to manufacturers' associations. As these propositions become part and parcel of the established culture, however, they seem to lose their edge and to merge with the old and the familiar. This familiarity with the truth illuminates the extent to which society has become indifferent and insusceptible to the impact of critical thought. For the categories of critical thought preserve their truth value only if they direct the full realization of the social potentialities which they envision, and they lose their vigor if they determine an attitude of fatalistic compliance or competitive assimilation.

Several influences have conspired to bring about the social impotence of critical thought. The foremost among them is the growth of the industrial apparatus and of its all-embracing control over all spheres of life. The technological rationality inculcated in those who attend to this apparatus has transformed numerous modes of external compulsion and authority into modes of self-discipline and self-control. Safety and order are, to a large extent, guaranteed by the fact that man has learned to adjust his behavior to the other fellow's down to the most minute detail. All men act equally rationally, that is to say, according to the standards which insure the functioning of the apparatus and thereby the maintenance of their own life. But this "inversion" of compulsion and authority has strengthened rather than attenuated the mechanisms of social control. Men, in following their own reason, follow those who put their reason to profitable use. In Europe, these mechanisms helped to prevent the individual from acting in accordance with the conspicuous truth, and they were efficiently supplemented by the physical control mechanisms of the apparatus. At this point, the otherwise diverging interests and their agencies are synchronized and adjusted in such a manner that they efficiently counteract any serious threat to their dominion.

The ever growing strength of the apparatus, however, is not the only influence responsible. The social impotence of critical thought has been further facilitated by the fact that important strata of the opposition have for long been incorporated into the apparatus itself—without losing the title of the opposition. The history of this process is well known and is illustrated in the development of the labor movement. Shortly after the first World War, Veblen declared that "the A.F. of L. is itself one of the Vested Interests, as ready as any other to do battle for its own margin of privilege and profit. . . . The A.F. of L. is a business organization with a vested interest of its own; for keeping up prices and keeping down the supply, quite after the usual fashion of management by the other Vested Interests."<sup>20</sup> The same holds true for the labor bureaucracy in leading European countries. The question here pertains not to the political expediency and the consequences of such a development, but to the changing function of the truth values which labor had represented and carried forward.

These truth values belonged, to a large extent, to the critical rationality which interpreted the social process in terms of its restrained potentialities. Such a rationality can fully develop only in social groups whose organization is not patterned on the apparatus in its prevailing forms or on its agencies and institutions. For the latter are pervaded by the technological rationality which shapes the attitude and interests of those dependent on them, so that all transcending aims and values are cut off. A harmony prevails between the "spirit" and its material embodiment such that the spirit cannot be supplanted without disrupting the functioning of the whole. The critical truth values borne by an oppositional social movement change their significance when this movement incorporates itself into the apparatus. Ideas such as liberty, productive industry, planned economy, satisfaction of needs are then fused with the interests of control and competition. Tangible organizational success thus outweighs the exigencies of critical rationality.

Its tendency to assimilate itself to the organizational and psychological pattern of the apparatus caused a change in the very structure of the social opposition in Europe. The critical rationality of its aims was subordinated to the technological rationality of its organization and thereby "purged" of the elements which transcended the established pattern of thought and action. This process was the apparently inevitable result of the growth of large-scale industry and of its army of dependents. The latter could hope effectively to assert their interests only if these were effectively coordinated in large-scale



organizations. The oppositional groups were being transformed into mass parties, and their leadership into mass bureaucracies. This transformation, however, far from dissolving the structure of individualistic society into a new system, sustained and strengthened its basic tendencies.

It seems to be self-evident that mass and individual are contradictory concepts and incompatible facts. The crowd "is, to be sure, composed of individuals—but of individuals who cease to be isolated, who cease thinking. The isolated individual within the crowd cannot help thinking, criticizing the emotions. The others, on the other hand, cease to think: they are moved, they are carried away, they are elated; they feel united with their fellow members in the crowd, released from all inhibitions; they are changed and feel no connection with their former state of mind."<sup>21</sup> This analysis, although it correctly describes certain features of the masses, contains one wrong assumption, that in the crowd the individuals "cease to be isolated," are changed and "feel no connection with their former state of mind." Under authoritarianism, the function of the masses rather consists in consuming the isolation of the individual and in realizing his "former state of mind." The crowd is an association of individuals who have been stripped of all "natural" and personal distinctions and reduced to the standardized expression of their abstract individuality, namely, the pursuit of self-interest. As member of a crowd, man has become the standardized subject of brute self-preservation. In the crowd, the restraint placed by society upon the competitive pursuit of self-interest tends to become ineffective and the aggressive impulses are easily released. These impulses have been developed under the exigencies of scarcity and frustration, and their release rather accentuates the "former state of mind." True, the crowd "unites," but it unites the atomic subjects of self-preservation who are detached from everything that transcends their selfish interests and impulses. The crowd is thus the antithesis of the "community," and the perverted realization of individuality.

The weight and import of the masses grow with the growth of rationalization, but at the same time they are transformed into a conservative force which itself perpetuates the existence of the apparatus. As there is a decrease in the number of those who have the freedom of individual performance, there is an increase in the number of those whose individuality is reduced to self-preservation by standardization. They can pursue their self-interest only by developing "dependable reaction patterns" and by performing pre-arranged

functions. Even the highly differentiated professional requirements of modern industry promote standardization. Vocational training is chiefly training in various kinds of skill, psychological and physiological adaptation to a "job" which has to be done. The job, a pre-given "type of work . . . requires a particular combination of abilities,"<sup>22</sup> and those who create the job also shape the human material to fill it. The abilities developed by such training make the "personality" a means for attaining ends which perpetuate man's existence as an instrumentality, replaceable at short notice by other instrumentalities of the same brand. The psychological and "personal" aspects of vocational training are the more emphasized the more they are subjected to regimentation and the less they are left to free and complete development. The "human side" of the employee and the concern for his personal aptitudes and habits play an important part in the total mobilization of the private sphere for mass production and mass culture. Psychology and individualization serve to consolidate stereotyped dependability, for they give the human object the feeling that he unfolds himself by discharging functions which dissolve his self into a series of required actions and responses. Within this range, individuality is not only preserved but also fostered and rewarded, but such individuality is only the special form in which a man introjects and discharges, within a general pattern, certain duties allocated to him. Specialization fixates the prevailing scheme of standardization. Almost everyone has become a potential member of the crowd, and the masses belong to the daily implements of the social process. As such, they can easily be handled, for the thoughts, feelings and interests of their members have been assimilated to the pattern of the apparatus. To be sure, their outbursts are terrifying and violent but these are readily directed against the weaker competitors and the conspicuous "outsiders" (Jews, foreigners, national minorities). The coordinated masses do not crave a new order but a larger share in the prevailing one. Through their action, they strive to rectify, in an anarchic way, the injustice of competition. Their uniformity is in the competitive self-interest they all manifest, in the equalized expressions of self-preservation. The members of the masses are individuals.

The individual in the crowd is certainly not the one whom the individualist principle exhorted to develop his self, nor is his self-interest the same as the rational interest urged by this principle. Where the daily social performance of the individual has become antagonistic to his "true interest," the individualist principle has changed its meaning. The protagonists of individualism were aware of the fact



that "individuals can be developed only by being trusted with something more than they can, at the moment, do well";<sup>23</sup> today, the individual is trusted with precisely what he can, at the moment, do well. The philosophy of individualism has seen the "essential freedom" of the self to be "that it stands for a fateful moment outside of all belongings, and determines for itself alone whether its primary attachments shall be with actual earthly interests or with those of an ideal and potential 'Kingdom of God.'"<sup>24</sup> This ideal and potential kingdom has been defined in different ways, but it has always been characterized by contents which were opposed and transcendent to the prevailing kingdom. Today, the prevailing type of individual is no longer capable of seizing the fateful moment which constitutes his freedom. He has changed his function; from a unit of resistance and autonomy, he has passed to one of ductility and adjustment. It is this function which associates individuals in masses.

The emergence of the modern masses, far from endangering the efficiency and coherence of the apparatus, has facilitated the progressing coordination of society and the growth of authoritarian bureaucracy, thus refuting the social theory of individualism at a decisive point. The technological process seemed to tend to the conquest of scarcity and thus to the slow transformation of competition into cooperation. The philosophy of individualism viewed this process as the gradual differentiation and liberation of human potentialities, as the abolition of the "crowd." Even in the Marxian conception, the masses are not the spearhead of freedom. The Marxian proletariat is not a crowd but a class, defined by its determinate position in the productive process, the maturity of its "consciousness," and the rationality of its common interest. Critical rationality, in the most accentuated form, is the prerequisite for its liberating function. In one aspect at least, this conception is in line with the philosophy of individualism: it envisions the rational form of human association as brought about and sustained by the autonomous decision and action of free men.

This is the one point at which the technological and the critical rationality seem to converge, for the technological process implies a democratization of functions. The system of production and distribution has been rationalized to such an extent that the hierarchical distinction between executive and subordinate performances is to an ever smaller degree based upon essential distinctions in aptitude and insight, and to an ever greater degree upon inherited power and a vocational training to which everyone could be subjected. Even ex-

perts and "engineers" are no exception. To be sure, the gap between the underlying population and those who design the blueprints for rationalization, who lay out production, who make the inventions and discoveries which accelerate technological progress, becomes daily more conspicuous, particularly in a period of war economy. At the same time, however, this gap is maintained more by the division of power than by the division of work. The hierarchical distinction of the experts and engineers results from the fact that their ability and knowledge is utilized in the interest of autocratic power. The "technological leader" is also a "social leader"; his "social leadership overshadows and conditions his function as a scientist, for it gives him institutional power within the group . . .," and the "captain of industry" acts in "perfect accordance with the traditional dependence of the expert's function."<sup>25</sup> Were it not for this fact, the task of the expert and engineer would not be an obstacle to the general democratization of functions. Technological rationalization has created a common framework of experience for the various professions and occupations. This experience excludes or restrains those elements that transcend the technical control over matters of fact and thus extends the scope of rationalization from the objective to the subjective world. Underneath the complicated web of stratified control is an array of more or less standardized techniques, tending to one general pattern, which insure the material reproduction of society. The "persons engaged in a practical occupation" seem to be convinced that "any situation which appears in the performance of their role can be fitted into some general pattern with which the best, if not all, of them are familiar."<sup>26</sup> Moreover, the instrumentalistic conception of technological rationality is spreading over almost the whole realm of thought and gives the various intellectual activities a common denominator. They too become a kind of technique,<sup>27</sup> a matter of training rather than individuality, requiring the expert rather than the complete human personality.

The standardization of production and consumption, the mechanization of labor, the improved facilities of transportation and communication, the extension of training, the general dissemination of knowledge—all these factors seem to facilitate the exchangeability of functions. It is as if the basis were shrinking on which the pervasive distinction between "specialized (technical)" and "common" knowledge<sup>28</sup> has been built, and as if the authoritarian control of functions would prove increasingly foreign to the technological process. The special form, however, in which the technological process is



organized, counteracts this trend. The same development that created the modern masses as the standardized attendants and dependents of large-scale industry also created the hierarchical organization of private bureaucracies. Max Weber has already stressed the connection between mass-democracy and bureaucracy: "In contrast to the democratic self-administration of small homogeneous units," the bureaucracy is "the universal concomitant of modern mass democracy."<sup>28</sup>

The bureaucracy becomes the concomitant of the modern masses by virtue of the fact that standardization proceeds along the lines of specialization. The latter by itself, provided that it is not arrested at the point where it interferes with the domain of vested control, is quite compatible with the democratization of functions. Fixated specialization, however, tends to atomize the masses and to insulate the subordinate from the executive functions. We have mentioned that specialized vocational training implies fitting a man to a particular job or a particular line of jobs, thus directing his "personality," spontaneity and experience to the special situations he may meet in filling the job. In this manner, the various professions and occupations, notwithstanding their convergence upon one general pattern, tend to become atomic units which require coordination and management from above. The technical democratization of functions is counteracted by their atomization, and the bureaucracy appears as the agency which guarantees their rational course and order.

The bureaucracy thus emerges on an apparently objective and impersonal ground, provided by the rational specialization of functions, and this rationality in turn serves to increase the rationality of submission. For, the more the individual functions are divided, fixated and synchronized according to objective and impersonal patterns, the less reasonable is it for the individual to withdraw or withstand. "The material fate of the masses becomes increasingly dependent upon the continuous and correct functioning of the increasingly bureaucratic order of private capitalistic organizations."<sup>29</sup> The objective and impersonal character of technological rationality bestows upon the bureaucratic groups the universal dignity of reason. The rationality embodied in the giant enterprises makes it appear as if men, in obeying them, obey the dictum of an objective rationality. The private bureaucracy fosters a delusive harmony between the special and the common interest. Private power relationships appear not only as relationships between objective things but also as the rule of rationality itself.

In the fascist countries, this mechanism facilitated the merger

between private, semi-private (party) and public (governmental) bureaucracies. The efficient realization of the interests of large-scale enterprise was one of the strongest motives for the transformation of the economic into totalitarian political control, and efficiency is one of the main reasons for the fascist regime's hold over its regimented population. At the same time, however, it is also the force which may break this hold. Fascism can maintain its rule only by aggravating the restraint which it is compelled to impose upon society. It will ever more conspicuously manifest its inability to develop the productive forces, and it will fall before that power which proves to be more efficient than fascism.

In the democratic countries, the growth of the private bureaucracy can be balanced by the strengthening of the public bureaucracy. The rationality inherent in the specialization of functions tends to enlarge the scope and weight of bureaucratization. In the private bureaucracy, however, such an expansion will intensify rather than alleviate the irrational elements of the social process, for it will widen the discrepancy between the technical character of the division of functions and the autocratic character of control over them. In contrast, the public bureaucracy, if democratically constituted and controlled, will overcome this discrepancy to the extent that it undertakes the "conservation of those human and material resources which technology and corporations have tended to misuse and waste."<sup>31</sup> In the age of mass society, the power of the public bureaucracy can be the weapon which protects the people from the encroachment of special interests upon the general welfare. As long as the will of the people can effectively assert itself, the public bureaucracy can be a lever of democratization. Large-scale industry tends to organize on a national scale, and fascism has transformed economic expansion into the military conquest of whole continents. In this situation, the restoration of society to its own right, and the maintenance of individual freedom have become directly political questions, their solution depending upon the outcome of the international struggle.

The social character of bureaucratization is largely determined by the extent to which it allows for a democratization of functions that tends to close the gap between the governing bureaucracy and the governed population. If everyone has become a potential member of the public bureaucracy (as he has become a potential member of the masses), society will have passed from the stage of hierarchical bureaucratization to the stage of technical self-administration. Insofar as technocracy implies a deepening of the gap between specialized and



common knowledge, between the controlling and coordinating experts and the controlled and coordinated people, the technocratic abolition of the "price system" would stabilize rather than shatter the forces which stand in the way of progress. The same holds true for the so-called managerial revolution. According to the theory of the managerial revolution,<sup>32</sup> the growth of the apparatus entails the rise of a new social class, the "managers," to take over social domination and to establish a new economic and political order. Nobody will deny the increasing importance of management and the simultaneous shift in the function of control. But these facts do not make the managers a new social class or the spearhead of a revolution. Their "source of income" is the same as that of the already existing classes: they either draw salaries, or, insofar as they possess a share in the capital, are themselves capitalists. Moreover, their specific function in the prevailing division of labor does not warrant the expectation that they are predestined to inaugurate a new and more rational division of labor. This function is either determined by the requirement of profitable utilization of capital, and, in this case, the managers are simply capitalists or deputy-capitalists (comprising the "executives" and the corporation-managers<sup>33</sup>); or it is determined by the material process of production (engineers, technicians, production managers, plant superintendents). In the latter case, the managers would belong to the vast army of the "immediate producers" and share its "class interest," were it not for the fact that, even in this function, they work as deputy-capitalists and thus form a segregated and privileged group between capital and labor. Their power, and the awe which it inspires, are derived not from their actual "technological" performance but from their social position, and this they owe to the prevailing organization of production. "The leading managerial and directorial figures within the inner business sancta . . . are drawn from, or have been absorbed into, the upper layers of wealth and income whose stakes it is their function to defend."<sup>34</sup> To sum up, as a separate social group, the managers are thoroughly tied up with the vested interests, and as performers of necessary productive functions they do not constitute a separate "class" at all.

The spreading hierarchy of large-scale enterprise and the precipitation of individuals into masses determine the trends of technological rationality today. What results is the mature form of that individualistic rationality which characterized the free economic subject of the industrial revolution. Individualistic rationality was born as a critical and oppositional attitude that derived freedom of action from the

unrestricted liberty of thought and conscience and measured all social standards and relations by the individual's rational self-interest. It grew into the rationality of competition in which the rational interest was superseded by the interest of the market, and individual achievement absorbed by efficiency. It ended with standardized submission to the all-embracing apparatus which it had itself created. This apparatus is the embodiment and resting place of individualistic rationality, but the latter now requires that individuality must go. He is rational who most efficiently accepts and executes what is allocated to him, who entrusts his fate to the large-scale enterprises and organizations which administer the apparatus.

Such was the logical outcome of a social process which measured individual performance in terms of competitive efficiency. The philosophers of individualism have always had an inkling of this outcome and they expressed their anxiety in many different forms, in the skeptical conformism of Hume, in the idealistic introversion of individual freedom, in the frequent attacks of the Transcendentalists against the rule of money and power. But the social forces were stronger than the philosophic protests, and the philosophic justification of individualism took on more and more of the overtones of resignation. Toward the end of the nineteenth century, the idea of the individual became increasingly ambiguous: it combined insistence upon free social performance and competitive efficiency with glorification of smallness, privacy and self-limitation. The rights and liberties of the individual in society were interpreted as the rights and liberties of privacy and withdrawal from society. William James, faithful to the individualistic principle, asserted that, in the "rivalry between real organizable goods," the "world's trial is better than the closest solution," provided that the victorious keep "the vanquished somehow represented."<sup>35</sup> His doubt, however, as to whether this trial is really a fair one seems to motivate his hatred of "bigness and greatness in all their forms,"<sup>36</sup> his declaration that "the smaller and more intimate is the truer,—the man more than the home, the home more than the state or the church."<sup>37</sup> The counterposition of individual and society, originally meant to provide the ground for a militant reformation of society in the interest of the individual, comes to prepare and justify the individual's withdrawal from society. The free and self-reliant "soul," which originally nourished the individual's critique of external authority, now becomes a refuge from external authority. Tocqueville had already defined individualism in terms of acquiescence and peaceful resignation: "a mature and calm feeling,



which disposes each member of the community to sever himself from the mass of his fellow-creatures; and to draw apart with his family and his friends; so that, after he has thus formed a little circle of his own, he willingly leaves society at large to itself."<sup>38</sup> Autonomy of the individual came to be regarded as a private rather than a public affair, an element of retreat rather than aggression. All these factors of resignation are comprehended in Benjamin Constant's statement that "our liberty should be composed of the peaceful enjoyment of private independence."<sup>39</sup>

The elements of restraint and resignation which became increasingly strong in the individualist philosophy of the nineteenth century elucidate the connection between individualism and scarcity. Individualism is the form liberty assumes in a society wherein the acquisition and utilization of wealth is dependent on competitive toil. Individuality is a distinct possession of "pioneers"; it presupposes the open and empty spaces, the freedom of "hewing out a home" as well as the need to do so. The individual's world is a "world of labor and the march," as Walt Whitman says, one in which the available intellectual and material resources must be conquered and appropriated through incessant struggle with man and nature, and in which human forces are released to distribute and administer scarcity.

In the period of large-scale industry, however, the existential conditions making for individuality give way to conditions which render individuality unnecessary. In clearing the ground for the conquest of scarcity, the technological process not only levels individuality but also tends to transcend it where it is concurrent with scarcity. Mechanized mass production is filling the empty spaces in which individuality could assert itself. The cultural standardization points, paradoxically enough, to potential abundance as well as actual poverty. This standardization may indicate the extent to which individual creativeness and originality have been rendered unnecessary. With the decline of the liberalistic era, these qualities were vanishing from the domain of material production and becoming the ever more exclusive property of the highest intellectual activities. Now, they seem to disappear from this sphere too: mass culture is dissolving the traditional forms of art, literature and philosophy together with the "personality" which unfolded itself in producing and consuming them. The striking impoverishment which characterizes the dissolution of these forms may involve a new source of enrichment. They derived their truth from the fact that they represented the potentialities of man and nature which were excluded or distorted in the reality. So far were

those potentialities from their actualization in the social consciousness that much cried out for unique expression. But today, *humanitas*, wisdom, beauty, freedom and happiness can no longer be represented as the realm of the "harmonious personality" nor as the remote heaven of art nor as metaphysical systems. The "ideal" has become so concrete and so universal that it grips the life of every human being, and the whole of mankind is drawn into the struggle for its realization. Under the terror that now threatens the world the ideal constricts itself to one single and at the same time common issue. Faced with fascist barbarism, everyone knows what freedom means, and everyone is aware of the irrationality in the prevailing rationality.

Modern mass society quantifies the qualitative features of individual labor and standardizes the individualistic elements in the activities of intellectual culture. This process may bring to the fore the tendencies which make individuality a historical form of human existence, to be surpassed by further social development. This does not mean that society is bound to enter a stage of "collectivism." The collectivistic traits which characterize the development today may still belong to the phase of individualism. Masses and mass culture are manifestations of scarcity and frustration, and the authoritarian assertion of the common interest is but another form of the rule of particular interests over the whole. The fallacy of collectivism consists in that it equips the whole (society) with the traditional properties of the individual. Collectivism abolishes the free pursuit of competing individual interests but retains the idea of the common interest as a separate entity. Historically, however, the latter is but the counterpart of the former. Men experience their society as the objective embodiment of the collectivity as long as the individual interests are antagonistic to and competing with each other for a share in the social wealth. To such individuals, society appears as an objective entity, consisting of numerous things, institutions and agencies: plants and shops, business, police and law, government, schools and churches, prisons and hospitals, theaters and organizations, etc. Society is almost everything the individual is not, everything that determines his habits, thoughts and behavior patterns, that affects him from "outside." Accordingly, society is noticed chiefly as a power of restraint and control, providing the framework which integrates the goals, faculties and aspirations of men. It is this power which collectivism retains in its picture of society, thus perpetuating the rule of things and men over men.

The technological process itself furnishes no justification for



such a collectivism. Technics hampers individual development only insofar as they are tied to a social apparatus which perpetuates scarcity, and this same apparatus has released forces which may shatter the special historical form in which technics is utilized. For this reason, all programs of an anti-technological character, all propaganda for an anti-industrial revolution<sup>40</sup> serve only those who regard human needs as a by-product of the utilization of technics. The enemies of technics readily join forces with a terroristic technocracy.<sup>41</sup> The philosophy of the simple life, the struggle against big cities and their culture frequently serves to teach men distrust of the potential instruments that could liberate them. We have pointed to the possible democratization of functions which technics may promote and which may facilitate complete human development in all branches of work and administration. Moreover, mechanization and standardization may one day help to shift the center of gravity from the necessities of material production to the arena of free human realization. The less individuality is required to assert itself in standardized social performances, the more it could retreat to a free "natural" ground. These tendencies, far from engendering collectivism, may lead to new forms of individualization. The machine individualizes men by following the physiological lines of individuality: it allocates the work to finger, hand, arm, foot, classifying and occupying men according to the dexterity of these organs.<sup>42</sup> The external mechanisms which govern standardization here meet a "natural" individuality; they lay bare the ground on which a hitherto suppressed individualization might develop. On this ground, man is an individual by virtue of the uniqueness of his body and its unique position in the space-time continuum. He is an individual insofar as this natural uniqueness molds his thoughts, instincts, emotions, passions and desires. This is the "natural" *principium individuationis*. Under the system of scarcity, men developed their senses and organs chiefly as implements of labor and competitive orientation: skill, taste, proficiency, tact, refinement and endurance were qualities molded and perpetuated by the hard struggle for life, business and power. Consequently, man's thoughts, appetites and the ways of their fulfillment were not "his," they showed the oppressive and inhibitive features which this struggle imposed upon him. His senses, organs and appetites became acquisitive, exclusive and antagonistic. The technological process has reduced the variety of individual qualities down to this natural basis of individualization, but this same basis may become the foundation for a new form of human development.

The philosophy of individualism established an intrinsic connection between individuality and property.<sup>43</sup> According to this philosophy, man could not develop a self without conquering and cultivating a domain of his own, to be shaped exclusively by his free will and reason. The domain thus conquered and cultivated had become part and parcel of his own "nature." Man removed the objects in this domain from the state in which he found them, and made them the tangible manifestation of his individual labor and interest. They were his property because they were fused with the very essence of his personality. This construction did not correspond to the facts and lost its meaning in the era of mechanized commodity production, but it contained the truth that individual development, far from being an inner value only, required an external sphere of manifestation and an autonomous concern for men and things. The process of production has long dissolved the link between individual labor and property and now tends to dissolve the link between the traditional form of property and social control, but the tightening of this control counteracts a tendency which may give the individualistic theory a new content. Technological progress would make it possible to decrease the time and energy spent in the production of the necessities of life, and a gradual reduction of scarcity and abolition of competitive pursuits could permit the self to develop from its natural roots. The less time and energy man has to expend in maintaining his life and that of society, the greater the possibility that he can "individualize" the sphere of his human realization. Beyond the realm of necessity, the essential differences between men could unfold themselves: everyone could think and act by himself, speak his own language, have his own emotions and follow his own passions. No longer chained to competitive efficiency, the self could grow in the realm of satisfaction. Man could come into his own in his passions. The objects of his desires would be the less exchangeable the more they were seized and shaped by his free self. They would "belong" to him more than ever before, and such ownership would not be injurious, for it would not have to defend its own against a hostile society.

Such a Utopia would not be a state of perennial happiness. The "natural" individuality of man is also the source of his natural sorrow. If the human relations are nothing but human, if they are freed from all foreign standards, they will be permeated with the sadness of their singular content. They are transitory and irreplaceable, and their transitory character will be accentuated when concern for the human being is no longer mingled with fear for his material existence and



overshadowed by the threat of poverty, hunger, and ostracism.

The conflicts, however, which may arise from the natural individuality of men may not bear the violent and aggressive features which were so frequently attributed to the "state of nature." These features may be the marks of coercion and privation. "Appetite is never excessive, never furious, save when it has been starved. The frantic hunger we see it so often exhibiting under every variety of criminal form, marks only the hideous starvation to which society subjects it. It is not a normal but a morbid state of the appetite, growing exclusively out of the unnatural compression which is imposed upon it by the exigencies of our immature society. Every appetite and passion of man's nature is good and beautiful, and destined to be fully enjoyed . . . Remove, then, the existing bondage of humanity, remove those factitious restraints which keep appetite and passion on the perpetual lookout for escape, like steam from an overcharged boiler, and their force would instantly become conservative instead of destructive."<sup>4</sup>

## Notes

### Political Sociology and Critique of Politics

1. On Lenin's place in the philosophical spectrum of the Second International *vid.* A. Arato, "Between Antinomy and Myth: Marxism and Philosophy Reconsidered" in Hobsbawm, Haupt et al. eds., *A History of Socialist Thought* (Einaudi Editore, forthcoming in 1978).
2. Cf. Oscar Negt, "Marxismus als Legitimationswissenschaft" in Bukharin, Deborin et al., *Die Kontroverse über mechanischen und dialektischen Materialismus* (Frankfurt/M: Suhrkamp Verlag, 1969).
3. Trans. by R. Livingstone (Cambridge: MIT Press, 1971).
4. Trans. by F. Halliday (London: New Left Books, 1970).
5. Trans. by Q. Hoare and G.N. Smith (New York: International Publishers, 1971).  
On Lukács *vid.* the special issues of *Telos* (St. Louis, Winter 1971 and Spring 1972) X and XI.  
On Gramsci *vid.* C. Boggs, *Gramsci's Marxism* (London: Pluto Press, 1976); M. Vajda's review of *Prison Notebooks* in *Telos* (St. Louis, Spring 1973) XV; and special issue of *Telos* (St. Louis, Spring 1977) XXXI.  
On Korsch *vid.* the special issue of *Telos* (St. Louis, Winter 1975). XXVI.  
Also cf. the relevant articles in K. Klare and D. Howard eds., *The Unknown Dimension* (New York: Basic Books, 1971).
- 5a. For a presentation of the last two concepts, reification and mediation, see our introduction to the next part "Esthetic Theory and Cultural Criticism."
- 5b. On this problem cf. our introduction to the last part of the anthology "A Critique of Methodology."
6. Horkheimer, "Traditional and Critical Theory" (1937) in *Critical Theory* (New York: Seabury, 1974).
7. Cf. Horkheimer, "Authority and the Family" (1936) in *Critical Theory* and